

2019

Gender Pay Gap Report

At Charter Court Financial Services Group plc (CCFS) we continue to focus on developing an increasingly inclusive and transparent culture along with a diverse workforce.

The requirement for all UK Companies with over 250 staff to report on their respective gender pay gaps has enabled us to look closely at how we remunerate our employees and establish the reasons behind our headline figures. As a result, we have identified and implemented a number of activities that will ensure an ongoing and proactive focus regarding gender related pay.

We are fully committed to a long term aim of reducing our gender pay gap, which results from the gender ratios that exist at different levels within the structure of our workforce rather than as a result of us paying our female employees less than what we pay male employees to undertake like for like roles.

Our Gender Pay Gap Data (2018 figures in brackets)

Pay & Bonus Gap

	Mean	Median
Hourly Pay	49.8% (52.2%)	17.8% (19.5%)
Bonus Paid	67.5% (77.8%)	20.7% (32.7%)

This table details the degree to which the hourly pay of female employees is lower than male employees as at the snapshot date of 5 April 2019.

It also details the degree to which bonuses paid to female employees in the 12 month period up to the snapshot date are lower than what was paid to male employees during the same period.

The mean represents the arithmetic average and median details the figure at which half of our population are above and half are below.

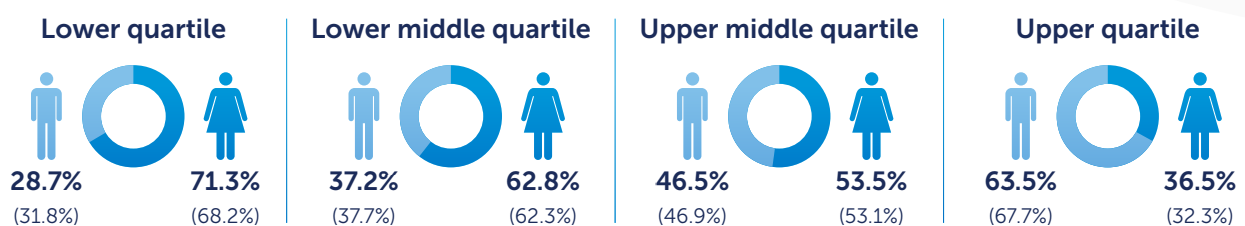
Proportion of Staff Awarded a Bonus

Percentage of relevant male and female staff receiving a bonus payment in the 12 months preceding the snapshot date:



Pay Quartiles

The following details our gender distribution across four equally sized quartiles, e.g. the lower quartile group represents the lowest-paid 25% of the population.



Our Interpretation of the Data

We remain committed to reducing our gender pay gap and fully support publishing data as a means of promoting gender equality in pay.

As we detailed in our 2018 Gender Pay Gap Report, we remain genuinely confident that we do not have an issue in respect of equal pay and that both our gender pay gap and our bonus gap relate directly to the way that our workforce is structured, given that the majority of senior roles are undertaken by men and the majority of clerical roles being undertaken by women. As at the snapshot date:

- Our overall employee base was 56% female and 44% male.
- Our Board of 9 had only one female member (11%). Just prior to the announcement of the merger, the Board were actively engaged with Korn Ferry in the search for an additional Non-Executive Director, with the hope of improving diversity through the appointment of an additional female Board member, or a person of colour.

Our approach to pay is, and always has been, gender neutral. In order to validate this, we regularly analyse each of the positions within our entire UK workforce that is undertaken by both male and female employees.

Comment

Our gender pay gap is a direct result of us having more men than women in Senior Management positions and we continue to take steps to address this. There is not a simple solution to improving gender diversity at a senior level. However, we are working hard to give our female employees the tools to help them progress through a suite of policies that are designed to enable and support employees to balance parental responsibilities and work.

Additionally, we ensure that our female employees are equally represented in all of our management and leadership development programmes.

Andy Golding

Chief Executive Officer